

# MANAGEMENT, ETHICS AND COMMUNICATION IN BUSINESS

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## **Abstract:**

*The paper analyzed the new concept of European management model, which has two important dimensions: ethic and communication. In conclusion, I show that throughout business we can see how people appreciate a certain relationship or interaction with other people by how they "keep or remotely. Short distance suggests confidence, warmth, kindness, while long distance suggests that the person who keeps a close does not allow, is colder, more reserved.*

*In business relationships speech is important the clarity and audibility. Using the moment of focus, the jargon, to a certain degree of informality and naturalness audience can create a comfortable environment.*

**Key words:** management, ethics, communication, models, European

**JEL classification:** M11, P10, Z13

## **1. Introduction**

Professor Ph. De Woot's about the European model of management, which is in the process of crystallization, shows following elements:

1. New Modernity, considers the business environment in which the firm evolves, which is characterized by four elements:

a. A wide perspective of firms, considering that exists in Europe's largest markets in the world and the EU is the biggest trader in the world (50% of international trade);

b. The great ability to lead (management), firms of great cultural diversity in a heterogeneous cultural environment;

c. Flexibility and adaptability to the dynamic evolution of environmental firms;

d. Network management relations at European level (based on personal relationships between the managers involved), some of traditional-historical determination, and others formed in schools (those which I have spoken about for managers, invacancies, international body).

2. Balancing management and leadership. It is known that the EU puts now more emphasis on leadership focused on human dimension management activities SIP unlike the U.S. where the problems are just the opposite. Balancing management relationships with leadership focuses on the three problems:

a. In a turbulent world, leadership is more important than management;

b. Background leadership about the ability to articulate a vision, is a coherent design that reflects or should reflect the cultural differences involved and who should be able to seize the PEU in the future, and of M.E.U., as well as the other institutional mutations or mechanisms made in EU.

b. Operationalizing leadership requires an extensive and effective communication process, which are shaped due to cultural similarities involved.

All the above represent substantive opportunities of stage management.

## 2. Euromanagement characteristics

These were highlighted by J.J. Van Dijk in "European Management Journal, vol 8 no. 4 / 1992, as characteristics that differentiate him from other categories of managers:

1. The Ability to meet the European business environment and the specific cultural complexity, socially, politically and economically;
2. The ability to imagine, create and lead new forms of activity, type "Task Force" type, meaning the network-commando centered on achieving or coordinating certain tasks or units, that go beyond borders and connect cultures;
3. The Ability to lead the staff to focus regardless of its cultural values, in order to achieve the mission(task) and corporate identity;
4. The ability to obtain support for their activities in other countries in the company 'shareholders' national;
5. The ability to accept and operationalize transnational mobility, making European career.

F. Bournois and J.H. Chauchat, emphasizes that the most important feature of a euromanager is the ability to adapt quickly to different cultures, which is also added by work experience in another country, as well as his and his family mobility towards travelling and living in another cultural context.

Summarizing the above, and others brings out a number of attributes:

- Self confidence his in own capacity for outstanding achievements,
- Higher management and technical education
- Enthusiasm and affection for peoples and different cultures (enthusiasm and empathy),
- Discovering and solving problems based on harmonization of divergent,
- Knowledge of foreign languages and the ability to communicate,
- Awareness of their own values,
- Ability to accept changes in the professional field throughout life, so it requires flexibility and brilliant skills.

So, besides the native qualities including vocation, euromanagers should also benefit from basic training and special preparation.

Euroentrepreneur,

The phenomenon of entrepreneurship is to large firms, usually multinationals operating in Europe. So the European market, in whole or in part, is their target. One might say that they preceded the crystallization of euromanagement. H. Henzle shows in The New Era of Eurocapitalism "in Harvard Business Review no. 7 / 1993, that the euroentrepreneurs are the revival artisans of Europes large and private sector.. They are still in the forefront of big companies like ABB, Daimler Benz, SOCIETE LYONNAISE des EAUX, Unilever, P & G, Volkswagen, BASF, Bayer, QWF, etc..

They dropped their traditional management, becoming more entrepreneurial, more active public and cosmopolitan people." Specific los" is the fact that they do not own the firms they lead (are not proprietary drivers), but they occupy management positions and as a result of the benefit they bring to the company, they become shareholders with outstanding wages.

### 3. Organizational system remodeling firms

Of all the bibliographical sources, including current experience, I came to the following conclusions:

- the diversity and complexity of business processes, financial, technical, scientific, social, political, in terms of Europeanization, implies on behalf of the involved firms not only essential changes in management and strategic level but also for the organizational subsystem.

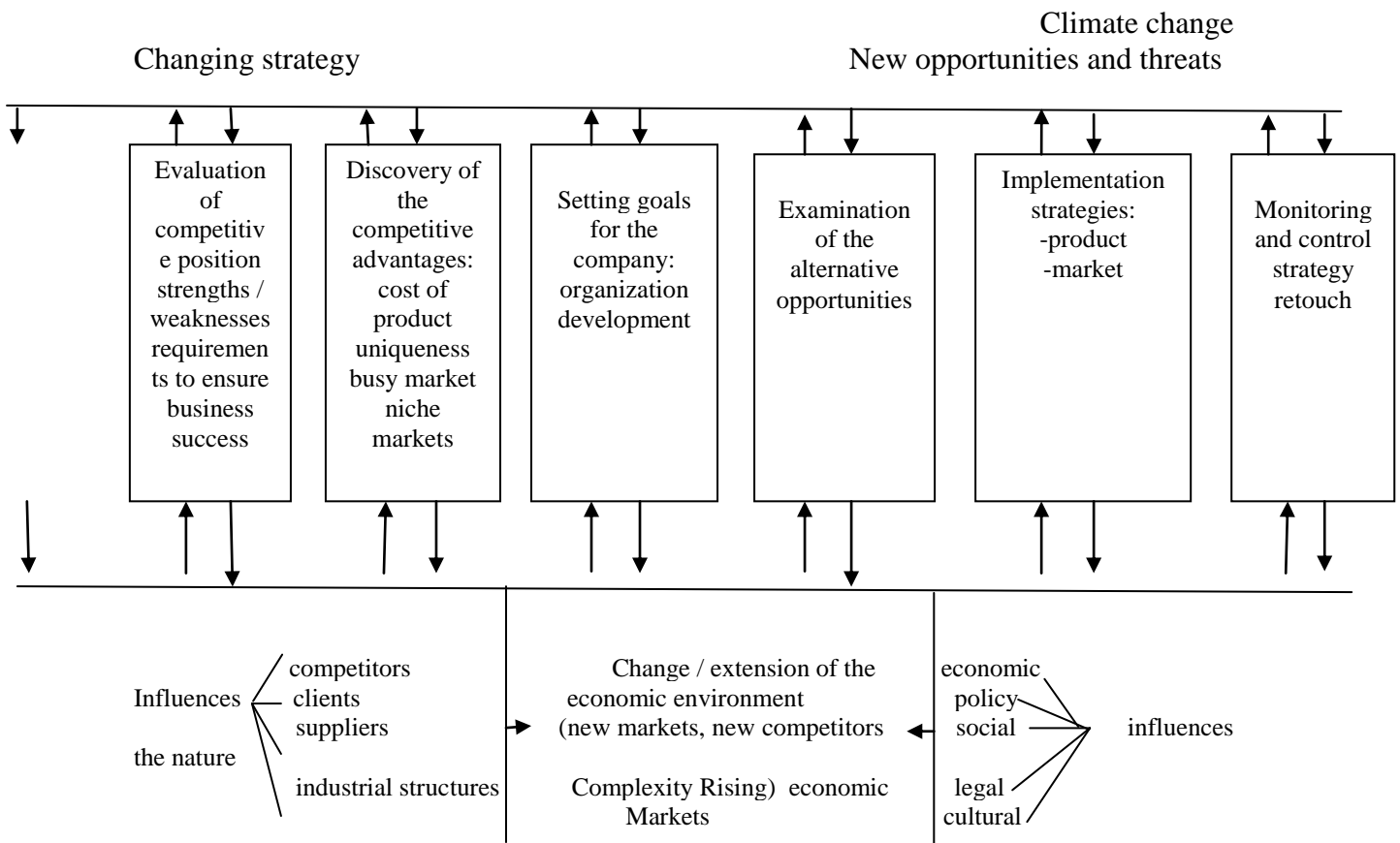
J. Dudley reveals that by designing the organization, the organizational structure must focus business objectives due to market opportunities by building new projects and harness new opportunities depending on occurring changes.

- A prerequisite organization structure is its flexibility to properly evaluate new strategic requirements and the demands of growth, new appliances.

Paul Evans in "The Paradoxes of a World Where Solutions are looking for Problems" published in EFMD Forum no. 3/1999, shows that it is important to keep in mind the paradoxical nature of organizational effectiveness and the issue of "duality organization" which is based on the fact that firms with similar performance and typological characteristics base their work on organizational elements predominantly opposed.

### 4. Defining features of European management

Accelerating EU integration and accelerating Europeanization involves different approaches compared to current strategies of firms with decisive impact on its economic performances. Financial strategy must include elements contained in the scheme in the figure below (Scheme 1).



Scheme 1 - Formulation of the company in terms of PEU

Mechanisms and value carrying institutions, norms and the main competition proper. A optimal functioning of market rules is in turn determined by the quality of the sociological environment, by its cultural and moral values.

In a famous work entitled "The Protestant Ethic and the Spirit of Capitalism", the German sociologist Max Weber in the nineteenth century, warns about the risk of a divorce of the capital world from its moral values.

Noticing the fact that matching business with moral values is different, following the final goal but also different in mechanisms of expression, often in conflict, Weber put the two categories of human activities in "... two fundamentally different perceptions of ethically and unquestionably contrary. Those he called "ethical beliefs (moral) and" ethical responsibility "(business site). Ethics conviction indicates an authentic moral attitude, in terms of a pure, abstract, based on which the acting is strictly subject to his own convictions, without thinking about the consequences of his actions. The ethical ester responsibility specific for a businessman who's duty is to provide not only intentional immediate consequences, but also the intentionate ones.

Although Weber's conception was so sometimes interpreted as asserting the disjunction between business and morality, in fact his plea was for reverse business ethics, "because – said the author – it is chic ethical responsibility of conviction (moral as such) are not mutually exclusive, but complement together, composing only the real man, the man who may have human vocation, of a entrepreneur or a authentic entrepreneur of business."Ethical paradox" can be put into a serious businessman query: to assume the responsibility and economic risks inherent in its action in court to remain moral, abstract, inflexible employment lack of commitment behind it? This dilemma-responsibility / morality itself hires shift in emphasis discourse on human rights code of conduct business of the moralism ethics of responsibility.. Because in business some commune values (compassion, altruism, love close, philanthropy, etc.) can lead to collapse to bankruptcy, even with all the moral consequences deriving from an organizational disaster.

Business philosophy with moral purpose must match the specifications. Niccolo Machiavelli's phrase "the end justifies the means" is typically for business, to the extent that does not go beyond a regulatory model proposed by the company. In reality, any business is subject to rules / regulations which defines "game". Respecting "game rules" when they are rational and incentive is enough to define responsibility in the details "business ethics".

Exceeding the limits set by economic and legal rules conflictualizez behavior and discusses the responsibility of the businessman. Of course, sociological constraints such as excessive taxation, excessive state control, low purchasing power, voluntarism, corruption, etc. can degenerate responsibility.

Business Ethics define a system of principal, values, norms and codes of perception and conduct, based on the obligation of the firm's philosophy to impugn the moral imperatives that induce their expression. Largely cognitive and behavioral codes integrate their moral values as such, although they are functional and reliable only to the extent that is associated socially valid business objectives. The specifics and peculiarities expressions of moral values in business derives precisely from the assumption, that the principle and practice of responsibility towards the company's success. In a business that fails there is no question of responsibility, except limited circumstances, completely independent of employers and management. Refusal evacuates any referential principles and moral values. In other terms, in the field of normative business ethics, business involves axiology, defining the desire / and the way they measure their expression. In this plan-the hard core responsibility of business-ethics presents a triple opening / reporting: to self, to subordinate, to society / communication. From this perspective, sociological determination of responsibility is a

key factor in business ethics. For a hostile environment to conduct business will be born in a typical blurring ethical value system.

Bureaucracy, corruption, excessive taxation, lack of sector policies stimulating etc. are the enemies of a free economy. In an effort to survive actual business are determined to abandon the ethics codes of conduct specifically. The relationship between ethics and business ethics policy is fundamental. Business Communication covers as meaning all the definitions given in Webster and the process can be realized through a number of forms: preparation of business documents, including letters, memoranda, reports, discussions, talks, including interviews, meetings, public presentations and daily interactions at a more or less formal, desktop publishing and telecommunications, behavior, including how a person "gives" hand, takes its place during an interview, to dress, talk, move. Anything message can be a potential message, a person can not communicate.

Communication can be defined as the process of transmission and reception of messages that can be mental processes (Opinion, thoughts, and internal decisions) or physical expressions. People take messages; process them to understand their messages and launches to achieve certain goals. Also, the types of messages that involve communication are verbal messages and nonverbal messages. Taking decisions, solving problems, planning, organizing, LTE business activities require considerable thinking processes. While verbal thinking may impose certain limits on creativity, this is a useful form of interpersonal communication in coordinating other exhortation.

## **5. Conclusions**

In business you can see how people appreciate a certain relationship or interaction with other people by how they "keep or not remotely". Short distance suggests confidence, warmth, kindness, while long distance suggests that the person who keeps a close does not allow, is colder, more reserved.

Business relationships are important in speech clarity and audibility. Timely use of emphasis, the jargon, to a certain degree of informality and naturalness audience can create a comfortable environment.

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